

# Sure Start Wycombe – Evaluation of Round 6 Programme

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A Final Report: Cost Effectiveness Analysis of Two Core Services

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# 1 INTRODUCTION

This report on cost effectiveness is designed to present findings on:

- Resources used by services (money, people, buildings and skills). Are they being utilised in the most effective way to ensure the best possible outcome for children and families?
- The extent to which these services merit the high local priority that is attached to these activities.
- To assess if resources used by services are achieving what they set out to do.

Two key services were looked at for the purposes of the cost effectiveness exercise: Parents as First Teachers and Bumps to One.<sup>1</sup> These services were identified through consultation with the Sure Start Wycombe Local Programme Manager and Sure Start Wycombe Finance Officer. Quantitative service data relating to inputs and outputs were analysed to assess the costs of the two discrete programme interventions.<sup>2</sup> In addition telephone interviews were undertaken with Service Managers from these two services in order to capture qualitative information about the benefits of these early interventions.

## 1.1 Objectives and principles of the Sure Start Programme

The Sure Start Programme is an initiative that depends upon close, effective working arrangements between a range of stakeholders. Sure Start guidance on the governance of Sure Start Local Programmes emphasises that a partnership approach is essential to delivering local targeted interventions and support services for parents and children, and to the achievement of the programme's national targets and local objectives and milestones.

## 1.2 Why conduct a cost effectiveness analysis?

In terms of a local evaluation it is important to conduct a cost effectiveness analysis of services to ensure that the funding allocated by the Sure Start Wycombe Local Programme is effectively spent. As all resources, money, buildings people and their skills, have alternative uses, it is important to the success of the programme to assess if they are being used in the most effective and efficient way.<sup>3</sup>

Sure Start national evaluation guidance places particular emphasis on the cost-effectiveness analysis of the achievement of the Public Service Agreement (PSA) and other locally determined targets for Sure Start. One approach to conducting a cost-effectiveness analysis is to examine economy, efficiency and effectiveness (the

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<sup>1</sup> Note this service has now changed to Bumps to Two, in order to access a greater number of children within the Sure Start Wycombe Local Programme area.

<sup>2</sup> This information was identified and provided by the Sure Start Local Programme Manager and Sure Start Finance Officer.

<sup>3</sup> Meadows. P 2001 'Guidance for Sure Start Local Evaluators and Programme Managers on the Estimation of Cost-Effectiveness at a Local Level' National Institute of Economic and Social Research, National Evaluation of Sure Start

three E's). For this analysis, efficiency and effectiveness are important. **Efficiency** considers the extent to which services are delivered using the minimum level of resources; and **effectiveness** considers whether a service is achieving what it actually set out to achieve.

The Sure Start Wycombe Local Programme is trying to improve the long-term life chances of young children in the Wycombe area. As Sure Start is a fairly new programme it is not possible at this stage to identify the full impact of the services. This would involve a longer-term assessment of the children taking part as they grow older. This means that at this stage in the programme, a cost effectiveness analysis has to concentrate on what is actually being delivered by the Sure Start Wycombe Local Programme and at what cost.

## 2 COST EFFECTIVENESS ANALYSIS OF SERVICE 1: PARENTS AS FIRST TEACHERS

The table below presents the analysis of the quantitative data for PAFT. The analysis provides an average cost per visit.

<b>Parents as First Teachers (PAFT) – Unit Cost per Visit</b>	
<b>Duration of Visits:</b>	1 hour (single 1:1 visit)
<b>Average number of visits per month:</b>	35
<b>Visits per year:</b>	420
<b>Service costs per annum:</b>	
	Tender for £32,265 per annum
<b>Total = £32,265</b>	
<b>Management costs</b>	
	Service Coordinator: £36,503 per annum
	Management and admin: £128,193 per annum
	Total Sure Start Wycombe Services Costs: £303,581 (PAFT as percentage of total service costs: £32,265/£303,581 = 10.6%)
<b>Share of overhead costs = 10.6% x £164,696<sup>4</sup> = £17,504<sup>5</sup></b>	
<b>Total Service Costs per annum:</b>	
	£32,265 + £17,504 = <b>£49,760</b>
<b>Average cost per visit = £118 (£49,760 ÷ 420)</b>	

Source: Sure Start Management Information

Date: Provided 4.7.05

### 2.1 Sure Start Targets

Targets that are to be achieved by Sure Start Wycombe are detailed in the delivery plan provided for the programme. The Sure Start Wycombe targets that relate to PAFT are identified below:<sup>6</sup>

- Achieve by 2005-06 an increase<sup>7</sup> in the proportion of babies and young children under four living in Sure Start areas with normal levels of personal, social and emotional development for their age;

<sup>4</sup> Total costs of Service Coordinator and Admin and Management

<sup>5</sup> Assumes a proportional share of management costs across all services being delivered by the SSWLP.

<sup>6</sup> These are nationally prescribed Sure Start targets.

- Ensure parenting support and information available for all parents in Sure Start areas; and
- All children aged 0-3 in Sure Start areas to have access to good quality play and learning opportunities, helping progress towards early learning goals when they get to school.

## 2.2 Qualitative Review of Parents as First Teachers

Parents as First Teachers (PAFT), delivers support to families by providing parents with information and guidance regarding appropriate early years play and developmental activities for children. Sure Start families are provided with one home visit per month lasting for approximately one hour.

### **1:1 Home Visits**

Support provided during 1:1 home visits focus on developmental play activity that is matched against an individual child's age and learning abilities. PAFT project workers provide both advisory and practical hands-on support for parents and children: building the capacity of parents in terms of encouraging early child development, and providing children with greater 'starter' opportunities.

#### **Case Study**

On a recent home visit a project worker conducted a play activity using colours with a parent and their child, aged 20 months. This involves matching colours together using colour cards. To begin with the Project Worker explains the process of the activity with the parent and child, the type of responses that can be observed and the implications for their child's development. This is important for making parents aware of the different ways of developing their child(ren), and also in building the capacity and confidence of parents to engage in these type of developmental activities independently. This is also invaluable for developing a positive parent-child relationship, which is important for giving children the best possible start in life.

**PAFT Manager**

PAFT Project Workers also use play during home visits to model appropriate parenting. They raise awareness among parents about the various stages of early child development and what this means for them as parents. For example, at two years of age it is expected that a child will be feeding themselves, and parents can support this development by encouraging independent eating and reducing the number of bottle-feeds in these first years of their child's life.

In addition, home visits provide an important forum in which parents can discuss the health needs of their child(ren) on a 1:1 basis. PAFT project workers can provide health advice and are considered extremely invaluable in raising awareness among parents about the health needs of young children.

#### **Case Study**

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<sup>7</sup> As far as we are aware, no local target was agreed with the Sure Start Wycombe Programme.

Home visits provide parents with the opportunity to ask project workers any questions related to their children's health or to discuss any general concerns regarding their children's development. They also provide an opportunity for project workers to provide parents with information regarding vaccinations and immunisations for children and advising them of the appropriate ages for these to occur. Project workers also provide supplementary documentation and material to support the advice they are giving to parents. This is particularly important for improving the life chances of young children by ensuring that they have appropriate health care at a young age.

*PAFT Manager*

### **Group Meetings**

At present the PAFT service is piloting group visiting. Group meetings provide parents with an opportunity to talk about developmental activities with peers and a PAFT project worker. These group meetings are relatively early in their development in Wycombe but are providing important social networking opportunities for parents, and building the capacity of parents by providing a forum for local parents to come together to talk about the health and education needs of their children, and roles and responsibilities as parents.

### **Case Study**

The PAFT Group Meetings provide parents with the opportunity to socialise with other adults in order to build their own self-confidence and to encourage them to attend other Sure Start and mainstream activities. Outside speakers, such as Dental Nurses and Dieticians are also invited to participate in some group meetings to discuss dental hygiene and diet for babies. Discussions are also held regarding other parent-related topics such as toilet training and 'positive parenting'.

*PAFT Manager*

## **2.3 Changes to and Development of the Service**

Parents as First Teachers (PAFT) is a universal model, developed in America, which is being used in a number of countries to support early child development.

The local implementation and delivery of the PAFT service in the Wycombe Sure Start catchment area has been complex. The model and its guidelines suggest that all children should be seen once a month until they reach three years of age. PAFT within the Sure Start Wycombe area is unable to deliver support to all children aged 0-3 years. This is principally due to the volume of local demand for the service and the uncertainty surrounding funding, in terms of both volume and duration. This has also limited the ability of PAFT in Wycombe to meet national PAFT delivery guidelines. For example, one project worker decided to leave PAFT as they felt that the service in Wycombe had become too diluted from the national guidelines.

To maximise the use of resources, and ensure the service reaches as many families as is possible in the Sure Start Wycombe area, exit strategies have been devised with members of the Sure Start Wycombe Local Programme team. The strategy involves providing PAFT support to families for one year, during which time families will be signposted to other Sure Start interventions. An annual review is completed by

PAFT and Sure Start at this stage and PAFT services generally end, albeit this is subject to alternative appropriate support having been identified.

***'Home visits, as well as providing important health and education support, are also being used as an important mechanism through which parents can be signposted to other appropriate Sure Start support and services.'***

***PAFT Manager***

## **2.4 Achievements so far**

The development of good quality and productive working relationships between PAFT and Sure Start Wycombe is a credit to all staff involved. The reciprocal 'marketing' and referral relationship between PAFT and Sure Start Wycombe is particularly important, and represents good use of resources.

### **Case Study**

The Sure Start Family Forum has been a particularly useful tool for referring families and ensuring that those who are in the most need are able to access PAFT support swiftly. In addition, both PAFT and Sure Start Wycombe are working together to promote support available to local Sure Start families. For example, PAFT project workers inform parents about the other services and activities that are available through Sure Start Wycombe. Equally, the Sure Start team always invites a PAFT representative to attend Fun and Promotional days that Sure Start Wycombe holds.

***PAFT Manager***

There remains, however, some concern about the resources required to deliver the PAFT service. This is due to PAFT being unable to support as many families as other Sure Start services and the financial data provided reveals a cost of £118 per visit.

It is important, when considering the financial implications associated with delivery, to point out the objectives and targets of the service being delivered through PAFT. Support provided through PAFT to families is primarily at an individual level rather than on a group basis so the level of support received can be more concentrated. In addition, it is important to recognise the complexity and the limitations imposed by targeting hard to reach and isolated families and encouraging their integration within the local community. Concentrated 1:1 support is often the best means of initial contact with vulnerable families and a good means of re-introducing them to their local community and local services. This process is, however, time consuming.

Changes to local PAFT delivery have also been implemented to address issues relating to resources. For example, initially staff (working 10 hours per week) would have been allocated a caseload of 10-12 families per month to support. Allocations have now been re-organised so that caseloads are organised on a geographical basis. This means that project workers are now able to support a higher number of families as the amount of time devoted for travel purposes has significantly reduced. This has been an important and effective change to service delivery.

In addition, Group Meetings are continuing to be piloted as a means of delivering PAFT services to a greater number of Sure Start families. This is a direct response to consultations with the local Sure Start team and a suggestion made by a local parent.

### **Case Study**

A local Sure Start Wycombe parent was due to stop receiving PAFT services and wished for them to continue and was aware of another parent who was still receiving services. They asked if it would be possible for them to be visited together as their children were of similar ages. This approach is enabling PAFT to access more families within the same period of time.

**PAFT Manager**

At present PAFT does not feel that it is able to fully satisfy the level of demand from Sure Start families. A significant number of families have expressed that they would like to continue to receive PAFT support after the intervention has concluded. This feedback has been collected using evaluation forms, which are completed by parents at the end of their intervention and which the Service Manager reviews.

***'When parents are told that the PAFT home-visits are coming to an end, they are often unhappy and ask if they can have any further visits. When it is explained to them that there is a waiting list and that other parents need visiting, they are understanding, although it is clear they are not completely happy with the support coming to an end.'***

**PAFT Manager**

If funding is reduced or ceased from Sure Start Wycombe, the families that PAFT currently supports would be further limited and the ability to deliver 1:1 support through PAFT home visits would be severely restricted.

Further questions the Sure Start Team could consider in determining how this service could be developed and adapted to meet Sure Start Wycombe needs could include:

- *How to use trained volunteers to deliver one to one support and practical help and advice on child development?*
- *How local Sure Start parents could be encouraged and supported to provide this type of one to one support and practical help?*

The Home-Start scheme provides a similar service to PAFT but uses trained volunteers (normally parents themselves) to deliver one to one help and advice.<sup>8</sup>

## **2.5 Added Value of Parents as First Teachers**

PAFT provides a valuable service to Sure Start Wycombe children and their parents. The service recognises that all families can benefit from additional early support designed to further enhance child development and school achievement through parent education. The service provides parents with the information, support and encouragement they need to help their child develop during the crucial early years. PAFT delivers services within the home on a 1:1 basis. The large majority of other Sure Start Wycombe activities and services are provided outside of the home environment, and in group settings.

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<sup>8</sup> The Joseph Rowntree Foundation commissioned an evaluation of this scheme, which highlighted the value to both parents involved with delivering and benefiting from this service. This can be accessed at <http://www.jrf.org.uk> Published September 2005

PAFT project workers provide a consistent source of tailored support for children and their families. A written record of each family visited by a PAFT project worker is kept and updated on a monthly basis. Project workers write-up the activities undertaken during a home visit, and provide a record of children's achievements and expected stages of development. This includes information about tasks children should be able to complete by age. This is critical in identifying early problems with cognitive and physical development and in helping to find solutions.

### **Case Study**

Bobby<sup>9</sup>, who had just turned two years old, was observed by a project worker during a home visit to be entirely dependent on his parents when it came to feeding. By the age of two years, project workers would expect to see some attempts made by children to feed themselves. The various stages of early child development were discussed with the parents of Bobby and a tailored plan of activities to support their child's progress agreed. This type of early intervention is important in maximising children's growth.

**PAFT Manager**

All parents are provided with appropriate literature and leaflets about other resources. Project workers also work with parents to identify character strengths and to link these strengths with parenting styles. They provide an important tool for exploring the relationship between parent and child, and provide opportunities to support and deepen these relationships.

One of the critical added value dimensions of the PAFT service is in the reciprocal referral system between it and Sure Start Wycombe. PAFT and Sure Start Wycombe have used their respective links with the local community to promote support available to local Sure Start families. For example, PAFT project workers inform parents about the other services and activities that are available through Sure Start Wycombe. Equally, the Sure Start team always invites a PAFT representative to attend Fun and Promotional days that Sure Start Wycombe holds.

Through this referral system, Sure Start and PAFT have been able to contact some of the most isolated families living in the Wycombe catchment area.

**Future questions the Sure Start Wycombe Team could think about in terms of monitoring the value of this service could include:**

- *How many children and families are benefiting from the service?*
- *Selection criteria – how is it decided which parents are offered this service?*
- *Are the families benefiting from PAFT support identified as 'high need'?*
- *Do the costs of the PAFT service justify the type and level of support being provided?*
- *Should PAFT services be restricted to Sure Start parents who are first time parents, or who are particularly isolated, or may have specific needs?*

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<sup>9</sup> Name has been changed to protect the identity of those involved as part of the research.



### 3 COST EFFECTIVENESS ANALYSIS OF SERVICE 2: BUMPS TO ONE<sup>10</sup>

The table below presents the analysis of the quantitative data for Bumps to One. The analysis provides an average cost per session.

<b>Bumps to One – Unit Cost per Session</b>	
<b>Duration of session:</b>	2.5 hours
<b>Sessions per year:</b>	48
<b>Service costs per annum:</b>	
Health visitor:	$£17.50 \times 3.5\text{hrs} \times 48 \text{ sessions} = £2,940$
Nursery Nurse:	$£10.57 \times 2.5 \text{ hrs} \times 48 \text{ sessions} = £1,268$
Midwife:	$£15.45 \times 2.5 \text{ hrs} \times 12 \text{ sessions}^{11} = £466$
Premises:	$£28 \times 48 \text{ sessions} = £1,344$
Provisions:	$£2 \times 48 \text{ sessions} = £96$
<b>Total =</b>	<b>£6,114</b>
<b>Management costs</b>	
Service Coordinator:	£36,503 per annum
Management and admin:	£128,193 per annum
Total Sure Start Wycombe Services Costs:	£303,581 (Bumps to One service cost as percentage of total service costs: $£6,114/£303,581 = 2.0\%$ )
<b>Share of overhead =</b>	<b><math>2.0\% \times £164,696^{12} = £3,294^{13}</math></b>
<b>Total Service Costs per annum</b>	
	$£6,114 + £3,294 = £9,408$
<b>Average cost per session =</b>	<b>£196</b> ( $£9,408 \div 48$ )

Source: Sure Start Management Information

Date: Provided 4.7.05

<sup>10</sup> Note that this service has now changed to Bumps to Two, in order to access a greater number of children within the Sure Start Wycombe Local Programme community.

<sup>11</sup> The midwife does not attend all sessions throughout the year

<sup>12</sup> Total costs of Service Coordinator and Admin and Management

<sup>13</sup> Assumes a proportional share of management costs across all services being delivered by the SSWLP.

### 3.1 Sure Start Targets

Targets that are to be achieved by Sure Start Wycombe are detailed in the delivery plan provided for the programme. The Sure Start Wycombe targets that relate to Bumps to One are identified below:<sup>14</sup>

- Achieve by 2005-06 an increase<sup>15</sup> in the proportion of babies and young children under four living in Sure Start areas with normal levels of personal, social and emotional development for their age;
- All local Sure Start programmes to have agreed and implemented in a culturally sensitive way, ways of caring and supporting mothers with Post-Natal Depression (PND);
- Ensure parenting support and information available for all parents in Sure Start areas;
- Information and guidance on breast feeding, nutrition, hygiene and safety available to all families and young children in Sure Start areas;
- Ante-natal advice, support and information available to all pregnant women and their families living in Sure Start areas and
- All children aged 0-3 in Sure Start areas to have access to good quality play and learning opportunities, helping progress towards early learning goals when they get to school.

### 3.2 Qualitative Review of Bumps to One

Bumps to One provides services for prospective parents and new parents, pregnant mothers, and parents with children up to age one, the opportunity to:

- bring their children to a relaxed environment, in which children can begin to socialise with others and build their confidence and self esteem; and
- to mix with other parents and professionals and discuss parenting issues and concerns; and
- receive health care and advice.

The group sessions (which generally contain between 10-12 parents) are organised and structured. Nursery nurses are available within each of the sessions who supervise creative play with the children and provide some respite for parents to talk with one another. Two separate rooms are available: one where parents and children are able to play; and another that is used to provide antenatal and postnatal care. A Midwife employed by Sure Start is available to provide advice regarding pregnancy or to discuss any concerns about labour.

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<sup>14</sup> These are nationally prescribed Sure Start targets.

<sup>15</sup> As far as we are aware, no local target was agreed with the Sure Start Wycombe Programme.

A Health Visitor is also available at each of the sessions to answer questions, for example about breast feeding, and to provide advice. In addition to this, monthly guest speakers, such as Dieticians and Speech and Language Therapists, attend sessions to deliver advice and be on hand to answer questions from parents. There is also one volunteer who assists with the delivery of the sessions, and a parent who previously used the service helps to make refreshments for other parents.

### **3.3 Changes to and Development of the Service**

Up until January 2005 Bumps to One was available to pregnant women and children up to the age of one. A gap in services being offered to young children was observed between Bumps to One ending and playschool beginning, which children aged approximately two years plus can attend. This has since resulted in the Bumps to One service being expanded to include parents with children up to the age of two years. This development is also important for providing the opportunity for babies with slightly older siblings to attend sessions together.

### **3.4 Achievements so far**

Bumps to One is providing an important health service for parents in a supportive group environment where parents can talk to one another. The establishment of an antenatal clinic has been a significant achievement, which is now present within each Bumps to One session. This has meant more health services can be delivered during these sessions and a greater holistic approach to health and social well being adopted.

Existing links with the local community have been utilised to promote the service and reach out to local families. This has worked particularly well and a wide range and number of Sure Start families have accessed the Bumps to One sessions.

#### **Case Study**

To reach local families and promote the support available through Bumps to One, a Health Visitor who had lived in the Wycombe area for a number of years was recruited by Sure Start to help deliver the sessions. This provided not only continuity for local parents but also provided important opportunities for marketing and promoting the service.

***Bumps to One Manager***

Whilst there is an increasing number of families accessing the service on a monthly basis, the expectation is that the service could reach an even higher number of families. There remains some concern about the number of families accessing the service from the Oakridge area of Wycombe. This is considered to be largely as a result of the absence of a venue within this local area at present. A new venue is in the process of being built and will be available from January 2006, which staff feel will improve the numbers of Sure Start families being reached from this area.

Sure Start also hopes to use this service to target teenage mothers, aged 15 to 18 years, within the Sure Start catchment area. To this end a separate group is being established for teenage mothers and their children.

To continue to meet the demand for this service, and to encourage as many local families as possible to access support through this service, a number of innovative delivery options are being considered by the Sure Start team.

#### **Case Study**

Programme staff are currently exploring the possibility of establishing a Breastfeeding Café, which has been a very successful element of another Sure Start Local Programme. This would provide breastfeeding mothers the opportunity to talk with other local parents in an informal, relaxed atmosphere. This would be on a drop-in basis and would enable parents to access support and information.

#### ***Bumps to One Manager***

In addition, antenatal social evenings are also being developed. This will provide an informal and relaxed environment for pregnant women to socialise and discuss any concerns they may have.

At present Bumps to One funding is sustainable until the end of the financial year (2005 – 2006). Financial data reveal a cost of £118 per session and no outside funding (i.e. non Sure Start funding) has been secured to sustain delivery to date. While capital resources will be freed up with the completion of the new Sure Start building, alternative sources of funding could be explored. This would provide new opportunities to expand the service and deliver support in further innovative ways.

### **3.5 Added Value of Bumps to One**

Bumps to One provides a service that is highly valued by Sure Start Wycombe families. The value that it brings to children's lives can be seen in the way that they play and learn. Through observing activities staff are able to see how children and parents have developed and benefited from the services that Bumps to One provides. Reported benefits include:<sup>16</sup>

- Children developing a better understanding about 'group rules' and dynamics, getting used to a structured routine which better prepares them for school.
- Children developing greater confidence through interaction with peers of their own age.
- Local parents having access to regular, consistent support regarding their concerns about pregnancy, early child health and welfare, which is improving the starter opportunities for young children.
- Providing opportunities for parents to socialise with other parents thereby building self-esteem and self-confidence and increasing the capacity of the local community and the development of social networks.

Bumps to One is crucial in terms of providing additional support which compliments and plugs identified gaps with mainstream provision. The support from statutory health care, such as Midwives and GPs, is limited, which sometimes means that

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<sup>16</sup> This information is provided by the evaluation forms collected at the end of sessions and which is reviewed by the Bumps to One Manager.

statutory providers are unable to meet the support needs of some families. Bumps to One can be used to develop a different model of care which could be mainstreamed.

**Case Study**

One mother attending Bumps to One was experiencing personal and emotional problems. Her own assigned midwife was unable to provide the level of support she needed at this time. The Bumps to One Midwife and Health Visitors were contacted and through this additional resource, worked with the mother's statutory Midwife to plug the gaps in the level of mainstream support that was being provided.

***Bumps to One Manager***

The Bumps to One service is also providing important additionality by, not only plugging gaps in mainstream support and provision, but also by extending the duration of support to which parents are entitled.

**Case Study**

Developing the ante-natal and the post-natal aspects of this service and establishing an antenatal clinic in each [Bumps to One] session has been extremely important. For example, a mother would not normally see a Midwife after a ten day period through mainstream health services. However, this service has enabled mothers to see a Midwife on a more regular basis, providing extra support to those mothers who feel that they may need it.

***Bumps to One Manager***

Bumps to One provides health care in a group environment which is not available anywhere else in the local catchment area. This is particularly important given the Sure Start target group. Should this service not be in place, local families would have to travel out of the area to access the majority of local mainstream health provision. This is made difficult given the geographical typography of the area and lack of access to transport.

The relationship between Sure Start Wycombe and the local PCT will be and is important in developing this innovative model of care, and critically, mainstreaming the support Bumps to One provides for local families.

## 4 FINDINGS

It is important to assert that it is not appropriate, nor is it the intention of this report, to compare the two services in this analysis with each other. The unit of analysis for each service is different. PAFT costs have been calculated on a per visit basis, and for Bumps to One these have been calculated on a per session basis. It is important to note also that the calculations are different due to the differences between the objectives, content and delivery of the two services. The data in this report, however, are useful for the Sure Start Team, for comparing costs with other local mainstream services.

Parents as First Teachers (PAFT) and Bumps to One provide an extremely valuable service to Sure Start children and their families. The findings are as follows:

- Providing 1:1 tailored support for hard to reach families for which there is currently high demand. Concentrated 1:1 support is considered the best means of initial contact with vulnerable families and a good means of (re) introducing them to their local community and local services. (PAFT).
- Developing group sessions as well as 1:1 tailored support increasing the value added. (PAFT).
- Signposting to other Sure Start services and raising awareness about local mainstream provision available. (PAFT and Bumps to One).
- Providing additional opportunities to target specific hard to reach groups, for example teenage mothers, within the Sure Start catchment area. (Bumps to One).
- Filling gaps in mainstream provision and providing local support which avoids the need to travel out of the locality, for example, there is no GP surgery in the Sure Start catchment area. (Bumps to One).
- Encouraging social networks amongst parents. (PAFT and Bumps to One).
- Time consuming nature of making initial contact with hard to reach groups. (PAFT).
- Exploring innovative delivery options for reaching out to a wider number of families in the Sure Start area, for example, establishing a breast feeding café. (Bumps to One).
- Providing options for mainstreaming different models of care through the Sure Start Partnership (Bumps to One).